

U.S. DEPARTMENT OF STATE
THIRD ANNUAL CONFERENCE ON PROGRAM EVALUATION:
NEW PARADIGMS FOR EVALUATING
DIPLOMACY IN THE 21ST CENTURY
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Anti-Terrorism Track

PowerPoint presentation from workshop on
Evaluation's Role in Informing the Design of Anti-Terrorism
Assistance Programs

Session transcript:
<http://www.state.gov/s/d/rm/rls/rm/2010/148041.htm>



U.S. Department of State Anti-Terrorism Assistance Program DS/T/ATA & S/CT

Assessing and Evaluating Antiterrorism Assistance Programs

Challenges and Lessons Learned



BACKGROUND

- The Anti-Terrorism Assistance (ATA) program is the primary mechanism of the USG to provide counterterrorism assistance to Partner Nations (PN)
 - ATA's goal is to help PNs build advanced, self-sustaining AT/CT capacities.
- Since its inception in 1983, ATA has trained approximately over 67,000 law enforcement professionals from 159 countries.
- Currently ATA is assisting 63 PNs.
- S/CT is responsible for policy formulation and DS/S/ATA for program administration and implementation.



PRIORITIES AND COUNTRY SELECTION

- S/CT currently is revising its policies and procedures for adding, prioritizing and removing countries on the list of ATA Partner Nations (PNs).
- Countries are granted PN status by S/CT based on a variety of factors, including terrorism threat, U.S. interests, USG AT/CT goals and strategic objectives, and the potential PN's political will
- Once a country is designated a PN, an assessment is undertaken to help inform the design of a program of assistance.



ASSESSMENT

- ATA uses an assessment tool that includes 25 Critical Capabilities grouped in five functional areas:
 - Preventive
 - Response
 - Post-Incident
 - Cyber Security
 - Sustainment



ASSESSING CAPABILITIES/THREAT

- Critical Capabilities are assessed at three levels of analysis:
 - Strategic
 - Operational
 - Tactical
- ATA uses a Likert rating scale to assess terrorist threats and capabilities to counter these threats.
- Assessment identifies any gap between capabilities and threat.



PROGRAM DESIGN

- The assessment provides the base line data needed to design and monitor programs of assistance.
- ATA Programs are designed to help Partner Nation improve their AT/CT capabilities
- Assessment and periodic Program Reviews inform the formulation of Country Assistance Plans (CAPs) covering a five-year span and revised annually, CAPS specify ATA's goals and objectives as well as performance targets and indicators on a county-by-country basis.



MEASURING PROGRESS

- ATA uses periodic Program Reviews (PR) to assess program results and impact.
- ATA measures results using two standards:
 - skills retention ;
 - institutional development



PROGRAM EVALUATION

- Programs are reviewed every 2-3 years.
- The review evaluates program results and PN's capabilities.
- The ATA assessment tool is tailored for the program reviews.
- For reporting purposes countries are grouped in one of five categories :
 - **NONE**
 - **BASIC**
 - **INTERMEDIATE**
 - **ADVANCED**
 - **SUSTAINED.**



CHALLENGES

Assessments and Reviews have unique challenges:

- ❑ Assessment:
 - Access to host country institutions and data
 - Understanding of country's polity and institutions
- ❑ Review/Evaluation:
 - Difficulties in pinpointing cause-and-effect relationships
 - Difficulties in measuring changes in perception and attitude
- ❑ Overall Program Effectiveness
 - Measuring outcomes rather than simply output



LESSONS LEARNED

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- ❑ Assessments must help determine whether program implementation supports policy/strategic objectives.
- ❑ Assessments are essential to develop baseline data needed to design and evaluate programs.
- ❑ Programs must have clear measurable objectives
- ❑ Periodic program reviews are critical to assess result and identify constraints/needs
- ❑ Flexibility in programming is indispensable to timely respond to evolving changes and demands.



QUESTIONS ?